VERY IMPORTANT
CONFIDENTIAL

BIRMINGHAM CITY COUNCIL
LEADER'S OFFICE
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Mr Bore

This letter was found when I was clearing my bosses files and I think you should be aware that I am shocked at what your officers are doing.

You have 7 days to investigate this matter after which it will be sent to a national newspaper who I am sure will treat it seriously.

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bigger agenda. It was Tahir Alam who wrote the 'Meeting the pupils in state schools' publication and he fully believes that without faith of Muslim pupils will break down, there will be disaffection, drugs, sexually-transmitted diseases amongst our children.

situation is never as black and white as you think. We have an obligation to our children to fulfil our roles and ensure these schools are run on Islamic principals. Consider it as your calling in life, if we fail, our children will suffer and that will come back to haunt us if we are not careful.

Operation 'Trojan Horse' has been very carefully thought through and is tried and tested within Birmingham, implementing it in Bradford will not be difficult for you, especially if you replicate the same relationship that we have with [redacted]. I not sure if [redacted] is of the same mindset as [redacted] but if she is keen on the Academy route then she will support your plan. [redacted] has been very supportive and has helped our agenda progress, in return we will give her the Academies she wants.

Tahir and I will be happy to support your efforts in Bradford. This is a long term plan and one which we are sure will lead to great success in taking over a number of schools and ensuring they are run on strict Islamic principles. In Birmingham the benefits are only being seen now.

The process behind 'Trojan Horse' is simple. It is about people seeing our intentions as respectable and our being accepted by the key stakeholders such as the Director of Education and the City Council. The long-term nature of the plan means that we have to have very close relationships with stakeholders and Tahir has managed this so much so that he is trusted by [redacted] and others.

He has also fine tuned the 'Trojan Horse' so that it is totally invisible to the naked eye and allows us to operate under the radar. I have detailed the plan we have in Birmingham and how well it has worked and you will see how easy the whole process is to get the Head teacher out and our own person in.

Tahir and I will talk you through the process when we meet next week, we are also meeting [redacted] in Manchester as we want him to lead the same plan in Manchester.

We have caused a great amount of organised disruption in Birmingham and as a result now have our own Academies and are on the way to getting rid of more Head teachers and taking over their schools. Whilst sometimes the practices we use may not seem the correct way to do things you must remember that this is a 'Jihad' and as such using all means possible to win the war is acceptable. The poor performing schools are easy to [redacted], the better performing with strong Head teachers is much harder and so we have to manufacture a strong enough reason, but rest assured we have not failed yet, no matter how difficult removing the Head teacher may be, you just have to be clever and find an appropriate way to deal with the school. Also you must only target a [redacted] in the same area and with a large Muslim community. For example:

We have almost removed a Head teacher who has been in post 15 years and who has an outstanding Ofstead report. As her performance was so strong her reason for dismissal had to be linked to her results and as such we had to plant the seed of her cheating inorder to get the results that she has. This put her whole performance under scrutiny and once you scrutinize you will always find something, however small it may be, and by that time the damage is done and as such most people will resign before they are pushed. [redacted] will soon be forced to resign, or will be sacked from Regents Park Community school, once she goes we will slowly move in with [redacted] help.

The same with the Head teacher at Adderley School, she is not a good Muslim and was not open to our suggestions of adhering to strict Muslim guidelines. She is very procedurally strong and so we had to find a reason for her to be sacked linked to procedures. Three of our Muslim sisters and a governor have been disrupting the school and causing issues with [redacted] since she took over the school. These sisters are a great example of what can be achieved by only three people, they along with an English woman who is their close friend, have raised an allegation of fraudulent resignation letters against the Head (even though they did actually write the letters themselves), they got the whole movement of the letters witnessed by not one but three witnesses just to be sure there was no chance of comeback on them. The letters were witnessed from the moment they were written to the time they were delivered to the school so that no one could doubt their word when they say there were no resignation letters in the envelopes, only other health related letters.

[redacted] who is a governor at the school delivered the letters to ensure there was no doubt that her sisters were telling the truth and now very soon this Head teacher will also resign, or be sacked. [redacted] has also been key to keeping us informed as to what the governing body and Head are discussing etc and as a result we have been able to execute this perfectly, she will soon be moved into another school as a Governor and over time will instigate the same process there.

As the English woman dropped her letter off in the Heads staff box it adds another angle of fraud against the Head and because she is English it will take the focus off the other four Muslim sisters. If all goes wrong everyone is briefed and will blame the English woman for planning and implementing the whole campaign to cause disruption amongst the Muslim staff and the Muslim Head teacher.

At Saltley School we had a Sikh Head running a Muslim school. This was perfect as we have been able to play the religion and India / Pakistan card and stirred up a real fuss about a Pakistani boy who had been excluded whilst an English boy had not. Balwant Bains will soon be sacked and we will move in. The aim is to bring Highfield, Saltley and Adderley into the Parkview Trust and again [redacted] has agreed this will be supported and done.

This is all about causing the maximum amount of organized chaos and we have fine-tuned this as part of Trojan Horse. You must identify what the Heads strengths are and build a case of disruption around that.

I can give you so many more examples Brother but I think you will be able to understand yourself how important this has been to put this plan together. I have outlined the general basis of 'Trojan horse' but Tahir will talk you through it in more detail and will give you more examples of how it has worked in other schools.

The Five Steps are as follows:

STEP 1 Identify your Schools - Identify the schools that are based in Muslim areas that you want to target then break the list down into the Ofstead performance categories. Start with the poorest performing first as they will be easiest for you to influence and take over.

STEP 2 Select a group of Salafi Parents - Identify any Salafi parents within the school community. They are always the most committed to the faith and are hardliners in that regard and once charged up they keep going for longer. Sunnis are too soft and have no fight in them. Plus they have deviated away from Islam and we cannot trust or rely on them for such an important task. There are exceptions but very few.

When the parents have been identified, we start to turn them against the Head teacher and Leadership team. The only way to do this is to tell each parent that the school is corrupting their children with Sex education, teaching about homosexuals, making their children pray Christian prayers and mixed swimming and sports. Once you do this the parents will be fired up and ready to give the head teacher a very difficult time on a daily basis. If you can get them to be very vocal in the playground as they drop off, or pick up their children that will stir up other parents.

The Parents MUST be given direction and told not to discuss this with anyone, you only need a maximum of 4 parents to disrupt the whole school, to send in complaints, to question their child's education and to contact their MP and local Authority. We did this perfectly to [redacted] from Springfield School. However the Governors reappointed her so now we have another plan in place to get her out.

It is important to understand the basis of how a few simple steps can cause so much havoc for a Head teacher and as a result, the school. The Education Authority goes into panic mode each time a parent, or teacher complains directly to them. But we ourselves should not complain as this weakness is important to us.

STEP 3 Put our own Governor in - Once you get the parents going then we sometimes will parachute in our own governor as we have done on several occasions. This is key as it lets us know what the Head and Governing body are thinking and planning and allows us to stay one step ahead of the school at all times. The Governor also drip feeds our ideal for a Muslim school so we can ascertain the schools appetite for the Salafi agenda.

When the mission is accomplished we take the Governor out of the school and place him/her into a nother school this is done to; a) distance them from the troubles so they

cannot be linked in anyway b) to allow them to refresh before they do the same again in a new school. We have a core of these brothers and sisters in Birmingham who have caused problems and moved on and no one is the wiser. You will need to get the same Governor set up in Bradford, maybe [redacted] will be able to assist you in finding good Governors.

STEP 4 – Identify key staff to disrupt the school from within - The Governor and parents will help identify weak and disgruntled members of staff, normally TA's are better as they are less educated and from the local community so are much more easily influenced. You must be careful to ensure they are fully befriended and supported so that their loyalty cannot be questioned.

They will work from the inside over a period of time to disrupt the school, to get other staff aggrieved against the leadership team and to eventually accuse the head of doing something wrong so that an investigation is launched and the head resigns, or is sacked. It is also important where possible to ensure you have an English face amongst the group as this makes it so much more believable and other teachers cannot accuse the Muslim staff of being the instigators of trouble at the school.

To add credibility to the issue it is always better to push for an external council investigation. We have [redacted] here who always pushes on our behalf and she has helped us a lot. The council are not good at all in this regard so even though their investigations can be fixed and are flawed, its better to have the tag that the council have launched an investigation, as it adds a lot of credibility and puts doubt into the parents minds. [redacted] wants as many of these schools to become Academies and so it suits everyone.

She has agreed with Tahir a list of measures which include going in hard when an issue is raised, to avoid putting key advice to the school in writing so that there is no record of the conversations between the head and the Education dept and to where possible instigate an investigation.

As you will see Tahir's contact base is second to none in the Local Authority and more importantly he is liked by many.

STEP 5 – Anonymous letter and PR campaign

Instigate an anonymous and named letter campaign to the Governors, local authority, the local MP'S, Education Authority, Ofstead, Grosvenor support, the local paper and the Dept for Education. This is a very good method of placing doubt in the minds of the Stakeholders concerned and to keep a lot of pressure on the Head as the school will be bombarded with requests for information etc etc which they have to deal with.

All these things will work towards wearing the head down, removing his/her resolve and weakening their mindset so they eventually just give up.

Please keep this report confidential and take no copies of it but shred it after reading. Any questions you may have can be raised with Tahir at the meeting. I would also like